

# MART: A Business Enterprise with Social Heart

Anuja Purkayastha and Arun Sahay

*“When we grow in spiritual consciousness, we identify with all that is in the world so there is no exploitation. It is ourselves we are helping. It is ourselves we are healing.”<sup>1</sup>*

– Dr. Venkataswamy<sup>2</sup>

## ***Introduction***

Although it was an April 2016, afternoon only, the mercury had risen to 38<sup>0</sup>C; air-conditioning had to be switched on in MART office. While employees were working on their workstations, Mr. Pradeep Kashyap, the founder of MART, had come out of his cabin into the meeting room for discussions on the future strategy of the firm. With his hand on his cheek, he was carefully listening to the questions being raised. Pradeep had founded MART way back in 1993. The firm focussed on Base of Pyramid (BoP), especially in the rural sector. It was the only Indian organization that offered advisory services in the field of distribution models, pricing strategy and communication plans to Corporates & Organizations in the development Sector for entering into the rural space. MART started with the passion of a social entrepreneur wanting to improve the quality of life of rural people. The firm viewed the rural community and employees, as members of the MART family. The result of adopting such a philosophy was that hardly any employee left MART and donor agencies readily gave projects to MART for the delivery of social good, resulting in profitable operations year after year. Of late, however, the scenario had been changing. Quite a few similar organizations had sprung up and some sizeably large consulting firms had jumped into the fray making social business environment murky. From being a monopoly, the firm was now facing-competition from many new entrants. As the Founder, Pradeep was standing at crossroads; MART had to decide its future direction.

## ***The Entrepreneur behind MART***

Pradeep, as he admits, was not a born leader but was made one. It took him some years of research, trial and error, mistakes made and lessons learnt to become a successful entrepreneur. Pradeep received an elite, superior education with schooling in Delhi Public School, Delhi and engineering from Birla Institute of Technology and Sciences (BITS), Pilani in 1969. He did his post-graduation in management in 1974. For the first twenty years of his professional life, he worked with multinationals like Exide, Bosch and Denso. Pradeep was very innovative at his work and was hence respected by his peers, juniors and supervisors. In his service life, he had acquired material wealth and many comforts of life.

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<sup>1</sup>“Vision for all- by a visionary” <http://www.initiatingyou.com/iy/content/vision-all-visionary> accessed on April 10, 2016

<sup>2</sup>[https://en.wikipedia.org/wiki/Govindappa\\_Venkataswamy](https://en.wikipedia.org/wiki/Govindappa_Venkataswamy) accessed on April 10, 2016

Despite material wealth, he felt, something was missing and he had an empty feeling. In the

quest for satisfying his inner self, he met his spiritual guru, an Englishman who had settled in an Ashram in the Himalaya in 1942. Pradeep had several discussions with his Guru on the purpose of life. The Guru suggested Pradeep to serve the poor and needy.

At the peak age of 40, the father of two children, one eleven and the other nine. Pradeep quit the corporate sector to serve the poor. His wife was supportive of his decision. He had no understanding of rural life; “Ignorance was bliss for me”, stated Pradeep. The ignorance led him to educate himself about the poor and rural life. In this pursuit, he, later, became the “Father of Rural India”(title bestowed on him by late Prof C K Prahalad). His journey for the rural poor had started with an association with an NGO and the government. During this time, he undertook intensive travel to villages across the length and breadth of the country for a year and witnessed poverty, which moved him. He made up his mind to help enhance the standard of life of the poor.

After twenty years of life in marketing in MNCs, his changeover to social sector, where he spent the next 25 years, was eventful. He wore many hats during this sojourn and showed the path for rural development. As Chairman of Khadi Commission Marketing, the world’s largest social marketing organization providing part time livelihoods to 6 million poor, having 8000 retail outlets and a turnover, which is the same as Unilever in India, he accelerated the sale of products made by rural artisans. At the Council for Advancement of People's Action & Rural Technology (CAPART), he conceived ‘Gramshree Melas’ for sale of products made by the rural poor and organized 300 exhibitions in 75 cities making it the largest mobile marketing social system in the world. His holistic approach brought transformation in rural life. The thought leaders achievements & contributions have been listed in Annexure 1.

### ***Rural India: The Landscape***

Rural India continues to remain the heart of the country with 72% of India’s population. (Exhibit 1) living in 600,000 villages, there is one town for nearly 100 villages<sup>3</sup>. The Indian rural economy is larger than that of Canada and South Korea but it remains an unexplored market for many brands. In recent years, the rural geography has changed with non-agri-business contributing significantly to the total rural GDP resulting in a sharp rise in income.

India, being a heterogeneous land, the consumers are widely segmented. Taste and preferences vary across geographies and therefore, businesses need to effectively plan the introduction of new products. The rural consumer buying behaviour and product usage is often different from that of urban India. The rural FMCG market (US \$ 9 billion in 2009) is projected to reach 100 billion by 2025 (Exhibit 2)<sup>4</sup>.

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<sup>3</sup>”Rural Markets In India” <http://www.slideshare.net/indicusanalytics/rural-markets-in-india>  
accessed on April 15,2016

<sup>4</sup>”Indian Rural Market” <http://www.ibef.org/industry/indian-rural-market.aspx> accessed on April 15, 2016

Rural India is a pyramid with 800 million people. Out of these, 400 million are at the base of the

pyramid each earning less than a dollar a day, 350 million are at the middle of the pyramid earning 1 to 5 dollars and 50 million at the top of the pyramid earning more than 5 dollars a day. “By 2020, this pyramid will morph into a diamond. The rich will grow from 50 to 150 million and the poor will shrink from 400 million to 250 million, the remaining 150 million will move up to the middle who will be first time users of brand offering a huge potential to companies” said Pradeep. The whole of rural India is moving from poverty to prosperity. He continued, “100 million new rich consumers will buy premium brands. Never in China, in one decade has such a transformation happened. India will continue to remain a fairly insulated economy because ours will be a domestic driven consumption story<sup>5</sup>.”

The Indian Government is taking several developmental initiatives for this sector. Major focus remains rural infrastructure, presence of E-commerce majors, and training of rural people. Of prime focus is, agro-based business, promotion of technology & innovation, setting up of rural last mile distribution initiatives. The key investments and developments in the sector are detailed in Annexure 2<sup>6</sup>.

### ***About the Organization***

Pradeep founded MART, the livelihoods and rural marketing consultancy firm, with 6 team members in 1993. The focus of the firm was on BoP in developing markets. Today it is the only full-fledged rural consultancy offering research, strategy, implementation and training for corporates and development agencies as they enter the rural space. The founder, a man with sound business mind and a social heart, believed that the only institution to which one belonged to is his family. Thus, MART was born on the principles of “Family Values”. The CEO represented the head of the family. There were no job descriptions as team members were ready to do any work that needed to be done from cleaning toilets to washing utensils if the office boy was absent. Transparency, a caring nature and a sense of belongingness were the pillars on which MART stood tall. The organization chart and the geographic spread are depicted in Exhibit 3 & Exhibit 4. The company logo is that of two people with heads bowed forward communicating that humanity helps to acquire knowledge. “There are three types of organizations ie NGOs, Corporates and the Government working in the rural space. NGOs have a social mind and a social heart and lack strategy to grow. Corporates have a strong business mind but lack the social touch. They are more concerned with sales and numbers. Government doesn’t always bring in the right kind of heart and mind. I realized that a new kind of organization was needed which had a sound business mind and a social heart”, exhorted Pradeep.

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<sup>5</sup>“Rural & Small town growth story of India” <http://marketingbuzzar.com/2015/08/interview-ndtv-profit/> accessed on April 16, 2016

<sup>6</sup>“Indian Rural Markets” <http://www.ibef.org/industry/indian-rural-market.aspx>, published on February 2016 accessed on June 11, 2016.

The company ethos of the sense of belongingness was very well reflected in the words of Rajeev, a Senior consultant who stated, “Pradeep Sir is the caring head of the MART family

and not a typical, formal CEO in a company. On the other hand, Chinmay Bande, who joined the Organization in the year 2010, stated that” During my college days, Mr. Kashyap had come to deliver a talk. After listening to him and going through the website of MART, I decided that I wanted to work for this organization. I was selected in the campus interview. After joining I found MART to be even better than what I imagined it to be. Pradeep’s management style and knowledge of the emerging markets was appreciated by not only his internal team members but also others (Annexure 3). MART had grown to 57 employees. “Against the industry average of 7% annual employee attrition, MART had less than 1% attrition”, says Pradeep<sup>7</sup>.

Improving the quality of life of the poor, be it through corporate marketing or social marketing, was the core of all activities at MART. The company had proven to the world that by having a strong sense of family, even a handful of ordinary people can deliver extraordinary results. MART’s clients included the top Fortune 500 companies and the best development agencies like The World Bank and UN Organizations. Also the firm believed that instead of forcing projects on team members, the latter should choose their project. The Founder was keen on developing an organization driven by self-motivated people with a great sense of belongingness and the willingness to serve. “Most importantly, the firm believed that in cases of failure the team is responsible and not any individual”<sup>8</sup>. The pursuit of such a philosophy resulted in Pradeep getting appointed as the Marketing advisor to the Ministry of Rural Development (MoRD), Government of India which gave him the bigger picture of the country’s rural scenario. During that period, he worked tirelessly both for the government as well as his firm MART which won many awards and accolades for contribution to the development of the rural sector. (Annexure 4)<sup>9</sup>

### ***MART’S Business Strategy***

The business model at MART aimed at maximizing social impact alongside financial self-sustainability. The organization, with its rich expertise, and years of experience was successful in bringing about the most effective strategy for dealing with the problems faced by social sector and corporates entering rural market. In this space, MART, aspired for sustainable inclusive growth by creating value in the heart of rural India. The company aimed at improving the lives of the underprivileged by adopting the inclusive marketing approach (Exhibit 5)<sup>10</sup>. It focused on a holistic business model. At the core was the focus on creating sustainable solutions in low-income markets. Pradeep elaborated, “The firm conceived several new concepts, such as ‘micro-finance to micro-enterprise’, ‘public private partnership’ for development sector and ‘rural marketing’ as an important growth strategy for corporates. MART helped clients create, implement and sustain innovative out of the box solutions in these markets”

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<sup>7</sup>“Sirtalks”martrural.pobto.info/wp-content/uploads/2014/08/MART-Sir-talks-20th-year-1.pdf, accessed on April 20,2016

<sup>8</sup>Mart Case, <https://www.scribd.com/document/121871435/MART-case>, accessed on April 20, 2016

<sup>9</sup>Awards & Recognition, <http://www.martrural.com/awards-recognition.html>, accessed on June 5, 2016

<sup>10</sup>“Livelihood & Skill”, <http://www.martrural.com/livelihood-skill.html> accessed on June

7,2016

At the strategy level, they worked with their clients as partners, focused on providing solutions, building their capabilities and leadership skills at every level and every opportunity. This was possible through internal support, an eye to get into real issues, and arrive at practically feasible recommendations and implementable solutions. Due to the knowledge and efforts of the MART team, be it about the product concept, the process, or a smart communication, activities were successfully implemented. At the Corporate level MART had co created successful strategies with the clients in the area of product development, distribution and promotions.

In the last team meeting called by Pradeep, several emerging issues were raised. Chinmay Bande, a Sr. Consultant at MART raised the issue of sustainable marketing strategies directed towards the upliftment of the rural poor. He was of the opinion that ten years earlier none knew much about the rural sector; it had remained a black box for long. However, more and more organizations were vying to make their presence felt in the rural sector. He added, “many notable names have stepped in but the size of MART remained small. Whether the firm should have focused on more effective collaborations with the corporate sector, the Government and other organizations? “The next cause of concern raised by Dharmik Shah, was that of change management. The internal cultural shift that was happening within the firm was alarming. A new business model was needed for infrastructure and market access. The meeting had identified rural centric powerful marketing strategies, business expansion and systems& processes as key issues to be dealt with.

### ***MART – The Social Enterprise***

MART was the first social enterprise which described the Organization’s philosophy as a ‘Business Mind Social Heart’.”Red Cross and Grameen Bank proved that being a for profit organization can also serve the poor. Nobody believed that marketing was needed in the social sector. Pradeep explained that Khadi Societies that produced soaps and incense sticks had to compete with corporates like Unilever and ITC and hence needed professional marketing. He believed that businesses should combine innovation with empathy, principles with service and an outer transformation with inner change. In an interview he opined “when all the three, government, corporates and communities come together, the models become successful, but community should be at the centre of the successful models. Whether it is e-Choupal or Unilever Project Shakti and similar initiatives by Colgate or Novartis the way forward is to keep the community at the centre and co-create the model with the community”<sup>11</sup>. The firm charged high fee to large organizations such as World Bank and charged NGOs low fees for professional services.

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<sup>11</sup>“An interview with the emerging markets guru Mr. Pradeep Kashyap, CEO & Founder MART,” <http://www.slideshare.net/martrural1993/an-interview-with-the-emerging-markets-guru> accessed June 7, 2016

### *Competitors of MART*

MART positioned itself uniquely. It is the only organization that provided end to end solutions - research, strategy and implementation - under the same roof. There were big research agencies such as IMRB and GFK; Ernst Young, PWC, Bain & Co in the area of strategy and IntelliCap, Dalberg Global Development Advisors and Technoserve in the area of development. Other notable names working in the area were Samhita and Dasra, the consulting firms. Some competitors had global operations, large size and expertise. MART, was the first organization to venture into the emerging markets and it has a sound business acumen in providing end to end business solutions. Way back in the year 2005, when none knew about rural marketing, and it was considered a black box, Pradeep had foreseen the future. For over a decade MART enjoyed a virtual monopoly in rural marketing consulting. But with big players having entered this area. MART found itself smaller compared to the new, big entrants and is facing competition in different verticals. The financial performance of MART has been depicted as in Exhibit 6.

Dalberg, primarily engaged in the strategy-consulting arena, aims at enhancing livelihoods by addressing the most pressing issues faced by countries across the globe. The company's expertise ranges across many areas of international development, from agriculture and ICT for development, global health and livelihoods. IMRB's division named as Social Rural Research Institute (SRI) works towards creating professionally managed social development in India. SRI-IMRB International's expertise lies in its understanding of rural communities, their lifestyles and goals. Therefore, SRI delivers high quality market research inputs to the FMCG companies to expand their presence in rural markets.<sup>12</sup>

### *The Enterprise at Crossroads- A Dialogue between the Partners*

Pradeep was of the view that as far as business is concerned, they needed to accept that the purpose of a corporate is to make profit but if they can make profit by serving poor, then so much better and they would get empathy and support of the local people. He further explained, "in the early years, people were not aware that marketing is needed in the social sector too. In 1993, MART was established as a proprietorship and became a partnership firm in 2003. Many organizations understood the tremendous potential and had established a strong foothold in the rural sector by getting big Government assignments, but the challenge for MART was how to undertake large-scale work?

That afternoon the meeting held with the Company Partners Mr. Benjamin Mathew, Mr. Nikhil Sharma, Mr. Pankaj Mishra, Ms Divya Kashyap and Pradeep set the ball rolling.

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<sup>12</sup>“Social & Rural Research Institute SRI”  
[http://www.imrbint.com/index.php?option=com\\_content&view=article&id=31&Itemid=21](http://www.imrbint.com/index.php?option=com_content&view=article&id=31&Itemid=21)

accessed on June 15,2016

Benjamin who headed the strategy team at MART stated that, competition at the base of the pyramid was getting stiff. In the BoP sector, almost 90% of the business was that of consulting globally & the remaining 10 % was niche business i.e. a unique offering. The social development sector was large in nature & commanded high consulting fee. The Corporate sector on the other hand worked on a project-to-project basis, which again was equally big. MART offered its services in both the sectors. He added that the market was research driven and it was in this case that MART faced competition from renowned business consultancy firms such as IMRB, PWC, Nielsen, etc. Only the 10% came to MART for a unique solution.

Nikhil, the Head of the implementation team on the other hand emphasized that the company faced competition when the clients approached with a defined brief or a specific research study to be carried out in the rural sector. However incase of open-ended briefs the company had no competition. The corporate projects had very specific objectives. Once the objectives were achieved, the projects ended. The development projects were long term sometimes of 2-3 years of duration. These functioned as independent strategic business units (SBUs). Full-fledged teams with adequate resources were set up.

The challenge pointed out by Pankaj, Head of the qualitative research and agri-business division was that earlier, shifting of the team members was possible on need basis. This no longer seemed doable. The obvious question that bothered the members was that of handling the issue if the Organization had to undertake larger projects. In this regards offices had been set up in various states of India in the recent past but were closed down due to lesser viability. Individuals joined the project with the mindset that the relocation was of a shorter duration post, which they preferred settling down.

MART as discussed earlier functioned on the principles of family. Processes were not set hierarchy was not very rigid. So far, the core team comprising of the key knowledgeable people with the willingness and desire to serve moved out to serve the best and prestigious projects. They continuously remained on the move. As a result, Nikhil pointed out that with the core team always on the move, the Organization was losing focus on the key developments happening at the forefront. The question that troubled the panel was how long the same could continue to happen. How to address the issue of “family versus professionalism?”

Moreover, span of control was decentralized at MART. Benjamin discussed that too much of decentralization was becoming difficult to handle. The other perspective that lacked was that of collective thinking. The Partners found it difficult to imbibe the ethos of the company amongst others.

Nikhil added that MART focused on repeat businesses. The primary focus was on quality and efficient customer service deliverables. However, would a focus on repeat businesses be

enough for long-term sustainability and business growth?

Divya, the HR Head commented that MART did not believe in self-promotion, they considered it important to educate the customers regarding the emerging market developments. This they carried out by organizing regular Conferences & Seminars.

Ben added that MART had less of routine projects, which would have otherwise brought in business volumes. It specialized in providing unique innovative solutions to its clients. But he questioned whether for sustainability, innovation alone would suffice? How many clients were actually looking at innovations from a priority perspective? In this regard, Nikhil added that MART had worked with HUL Project Shakti, the biggest innovation project ever but MART could not enter the routine project space of HUL till date.

Moreover, Nikhil stated that MART because of providing end-to-end solutions from development to strategy to implementation was perceived differently by customers. In cases of routine projects, MART was approached only when competition could not provide the desired solution.

### ***.The Road Ahead:***

The competitive rural landscape, with more and more global players entering the space was giving sleepless nights to Pradeep. He wondered if the organization is missing fresh perspectives. Having a turnover of Rs 15 crores, Pradeep faces a challenge of undertaking bigger projects. In spite of his belief that businesses can serve customers by being cooperative, he cannot ignore the fact that the immense growth potential in the rural sector is opening doors for more and more competition in the days to come. Being a for profit organization, he is looking at larger projects. He finds himself standing at the crossroads. After the passage of twenty-two long years, with the Indian rural sector witnessing a transition, Pradeep wandered whether the present business model was sustainable and what strategic changes he needed to adopt for future growth.

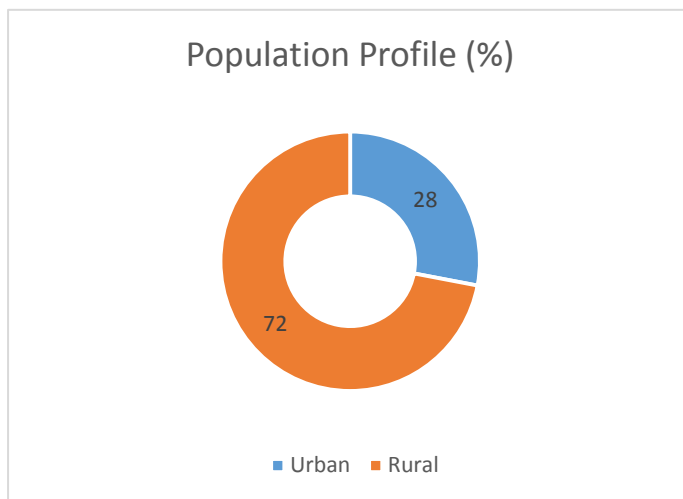
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## Exhibits & Annexures

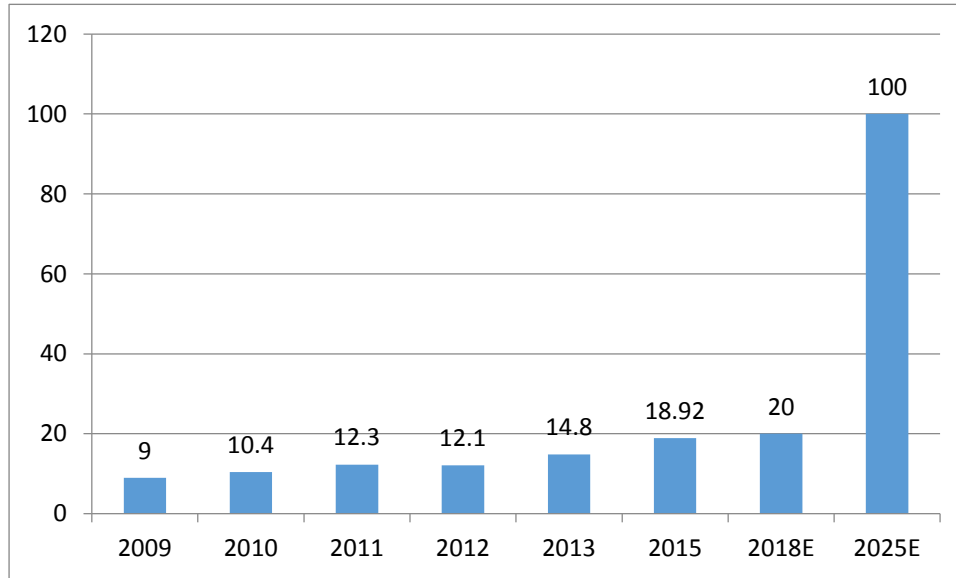
### Exhibit 1: The Rural India Landscape (Population wise)

Parts of India	Total Population (In Millions)	Percentage (%)	Total Number of households (In millions)	Average household size
Rural	741.6	72.2	148.3	5
Urban	285.4	27.8	63.4	4.5
Total	1027	100	211.7	9.5



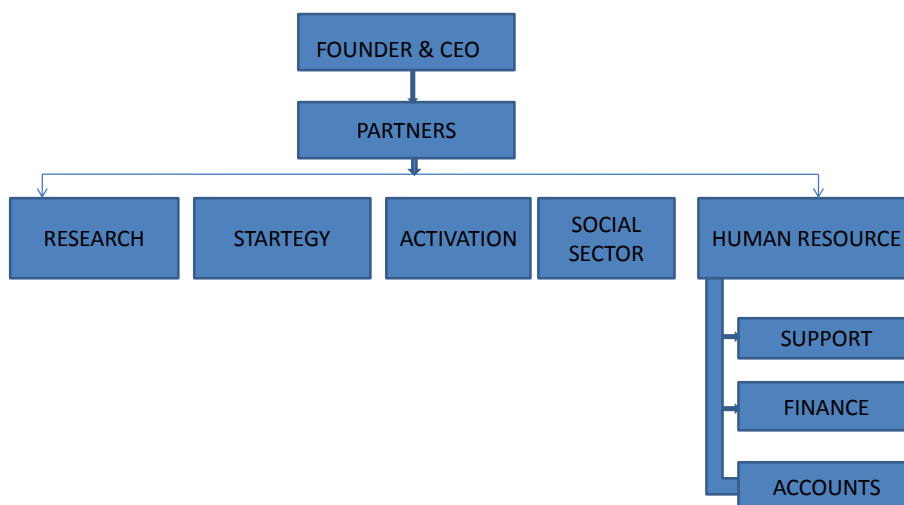
**Source:** Case writer compilation of data from “Rural Markets In India” published on, October 29,2009, <http://www.slideshare.net/indicusanalytics/rural-markets-in-india> accessed on December 10,2014.

## Exhibit 2: Rural Indian FMCG Market (US \$ Billion)



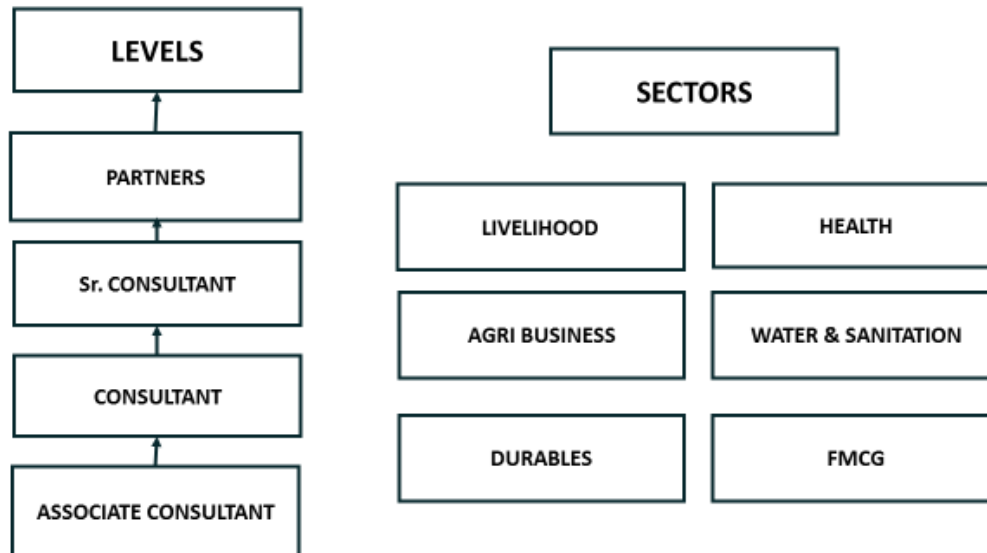
Source: Case writer compilation of data from “Indian Rural Market” published on, February 2016, <http://www.ibef.org/industry/indian-rural-market.aspx>, accessed on May 10, 2016.

## Exhibit 3 (A): MART Organization Chart



Source: Compiled by case writer from company data

**Exhibit 3 (B) MART: Organizational Hierarchy & Sectors**



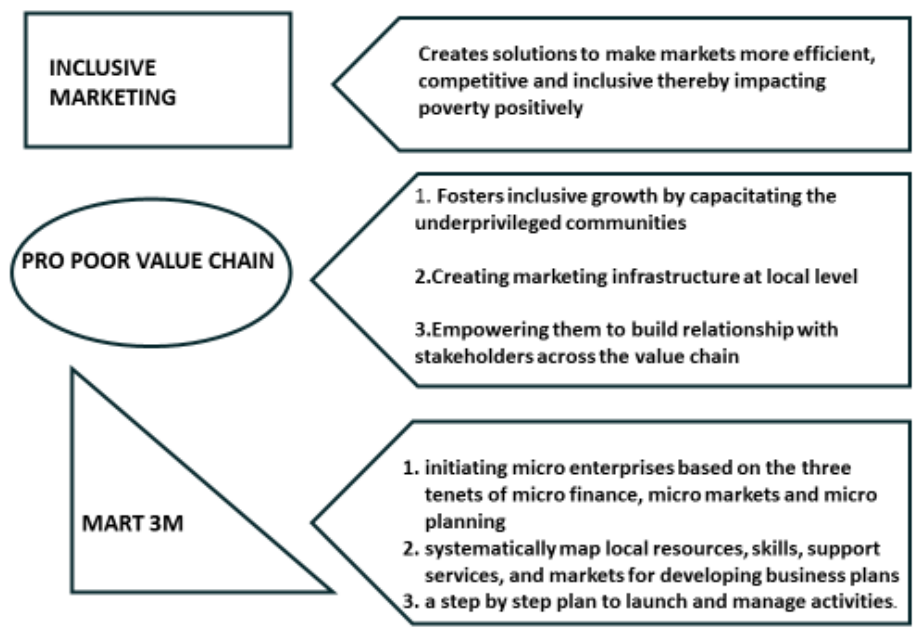
Source: Compiled by case writers from company data

**Exhibit 4: MART - Geographical Spread**



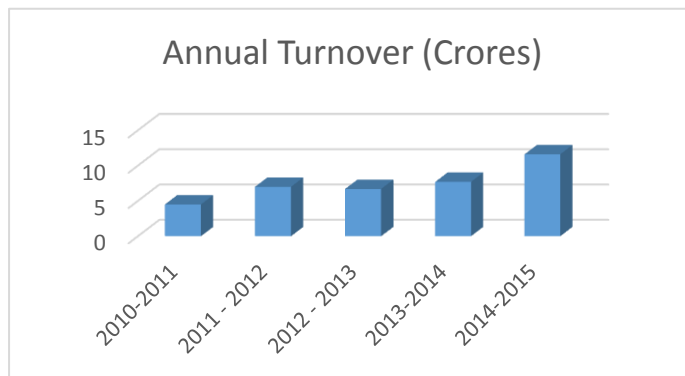
Source: Compiled by case writer from company data

### Exhibit 5 : MART’s Market Led Livelihood Initiative



Source: Case writers compilation from “Market Led Livelihood Initiative”  
<http://www.martrural.com/livelihood-skill.html>, accessed on April,9,2016

## Exhibit 6: Financial Performance of MART



**Source:** Compiled by case writers from company data

### Annexures:

#### Annexure 1: The Thought Leaders' Achievements & Contribution

- ✓ Mr. Kashyap was the only speaker from India at Cannes Lions 2008 among the 50 Global speakers that addressed the 2,000 participants in France, where his topic was 'Rural India: The Emerging Market'.
- ✓ He was also the key note speaker at an International conference in 2010 on inclusive marketing in Chicago, USA
- ✓ He has given talks at University of Cambridge and London Business School, UK and was recently invited to speak on 'MART – An Endearing Organisation' and 'Freedom from Poverty' by TEDx DECCAN and TEDx Knowledge City respectively.

Pradeep Kashyap has shared his vast experience at the following major forums

- Closed door discussion with Melinda Gates and 3 other business heads on 'Indian Innovations in Family Health Technologies and Products'
- SAP Global CEO Event on 'The New Geography of Innovation', Paris
- World Conference on Information Technology, WCIT 2010, Amsterdam (attended by 3000 participants) talk on BoP Innovation
- Talk on Rural Health Delivery Models - Wellcome Trust, UK
- GE Global Health Care & Grameen Kalyan's top management teams, Bangladesh
- Talk on Innovation in Emerging Markets to DSM **Global Innovation Team**
- Global Innovation Team from Netherlands Global Innovation Forum, ISB, Hyderabad
- Round Table on Innovation, Organized by MART and Cambridge University, UK

. He has shared his insights/opinions with some of the biggest investment firms

- Road Show in London with 8 Global Investors **Firms**
- Deutsche Bank Road Global Investor meet, Mumbai
- Motilal Oswal 6th Global Investor Meet: CEO Track, Mumbai
- MF Global Consumer Forum, Mumbai

He had been invited to many forums to share his approach on “Inclusive Marketing”

- Keynote address - The 3rd Subsistence Marketplace Conference, Chicago, US
- Inclusive Marketing Global Award for Management Students 2010, organized by MART

Pradeep was invited to share his vast knowledge and views with global audiences on growing opportunities in the Rural Sector at:

- Global Leadership Forum 2020 (Organised by Prof Vijay Govindarajan)
- Castrol Global Leadership Team
- IMA 14th Annual CEO Round Table (100 CEOs of MNCs and large Indian companies)
- Talk on RM-AIMA Annual Meet, Kolkata
- Academy of Indian Marketing, Global Conference, Delhi
- CII National FMCG Summit, Mumbai

He has been invited to many forums to share his knowledge and experience on inspired leadership and building a conscious business.

- Round Table on Building Conscious Business, New Delhi
- Inspired Leadership- Assam Institute of Management
- "You are special" -motivational talk to students of Fortune Institute of Management

Source:“Mart’s Contribution To Global Thought”, <http://www.martrural.com/ceos-contribution.html>, accessed on April 21, 2016. Reproduced the same with permission from company

## **Annexure 2 : Investments & Developmental Initiatives In the Rural Indian Sector**

Following are some of the key investments and developments in the Indian rural sector.

## Investments

- Indian Overseas bank (IOB) has signed a memorandum of understanding with the United Economic Forum (UEF) to finance entrepreneurs from rural communities to establish businesses in Tamil Nadu.
- The biggest automobile company in terms of revenues, Tata Motors, proposes an aggressive plan to expand its network in the rural markets. From 460 presently, it aims to triple its network to over 1500 in the next three years.
- Bharti Airtel in association with Kotak Mahindra bank has applied for a paying bank licence. The services of the same shall include offering money transfers, deposit collection and loans. The banking know how and the network of telecom companies shall be the right match.

## Government Initiatives

Various initiatives in the area of rural infrastructure, presence E-commerce majors, skill development have been initiated by the Government of India. In this regard several developmental plans such as Pradhan Mantri Krishi Sinchae Yojana (PMKSY), ASPIRE, Nav Kalpana Kosh have been implemented with regards to the holistic development of rural villages. Apart from the same, rural ATMs are being set by banks.

Source: Casewriters compilation from "Indian Rural Markets"

<http://www.ibef.org/industry/indian-rural-market.aspx>, published on February 2016 accessed on June 11, 2016.

### **Annexure 3: Responses to "An interview with emerging markets guru Mr. Pradeep Kashyap, CEO & Founder MART, India"**

Raman V Machiraju Said:

May 21st, 2010 at 4:01 am

"Nice to read about the interview and the valuable inputs from Pradeep Sir, yes he is certainly a great motivator & trainer. I was fortunate to be associated with MART in one of the most successful projects which is talked about even today under his guidance. My passion for rural marketing & development has been groomed well during my short stint with MART, which I always remember."

Surjeet Singh Said:

April 8th, 2010 at 2:44 am

"Pradeep has got a real understanding of rural india. There is a need for more entrepreneurs in the rural area who have all the 3MS -Money, Market & Micro Planning. This will reduce exodus of

people from villages and put less pressure on cities. I feel that MART can play a bigger role in this direction”

Dr.Sumesh Raizada Said:

April 9th, 2010 at 10:45 pm

Very useful and informative especially for those who sincerely and selflessly want to work for the rural development in India or elsewhere.Mr.Pradeep Kashyap is an authority in the field of rural marketing and has been working tirelessly for last several years in this direction. His thoughts and experience is definitely going to enrich and assist the individuals as well the organization that want to operate in the rural markets.

R A Patankar Said

April 5th, 2010 at 5:14 am

I have known shri kashyap for the last 12 years or so and worked and interacted with him very closely.he is one of few people who i think are original thinkers and who is capable of giving shape to a concept with widespread societal benefit. he is truly a “GURU”.

**Source:** “An interview with the emerging marketing guru”  
<http://www.slideshare.net/martrural1993/an-interview-with-the-emerging-markets-guru> accessed on 10th May 2016

#### **Annexure 4: Awards & Recognition– MART**

- ✓ In 2010, MART was awarded with the silver award “Collective Marketing to Create Social Impact -2010” and Amne Samne – Video Telephony”, Ericsson – 2010 by Rural Marketing Association of India. In the year 2008, the Organization was conferred upon the Silver Award for “Best long term rural marketing initiative” for Arogaya Parivaar, Novartis. In the year 2006, MART was honoured with the Special Jury Award for “ Rasoi Ghar, the community kitchen model as well as the Mr. Pradeep Kashyap, for his outstanding contribution was honoured with the title of “ Father of Rural Marketing” and was awarded with Jamunalal Bajaj Endowment Award..

**Source:** Compiled by case writers from “Awards & Recognition”,  
<http://www.martrural.com/awards-recognition.html> accessed on 10<sup>th</sup> May 2016



